

**Region 1 RCRA CA Lean Pilot
Zeneca Specialties
Dighton, Massachusetts**

Background:

Zeneca Specialties is a manufacturer of lead oxide, pigments, textile dyes, adhesives, firefighting chemicals, and other specialty items. Zeneca performed Corrective Action activities voluntarily between 1995 and 2003. In 2003, Zeneca and EPA signed a Consent Order which requires Zeneca to complete a RCRA Facility Investigation (RFI). Investigation work has continued since then and Zeneca additionally submitted a Corrective Measure Study in 2011. Currently, EPA and Zeneca are working to finalize a work plan that will address the remaining data gaps identified by EPA.

RFI Status/Progress:

Our selected facility has an RFI workplan, which was put together years ago; however, there is some work remaining that needs to be scoped and agreed upon. We hope to use the CAF to capture previous agreed upon approaches and the work remaining. Currently our selected facility has agreed in principle to engage in the CAF process with us, but is now discussing internally before giving the final thumbs up. If/when they agree we will initiate the CAF process.

Metrics:

RFI Metric	Date
RFI Imposed	08/09/1994
CAF Meeting Scheduled	
CAF Meeting Held	
CAF Drafted	
RFI Workplan Received	
RFI Workplan Approved	
RFI Complete	

How has your pilot incorporated the key approaches¹ and tools in RFI Lean process, what changed compared to your existing process, and how has this worked so far?

What is your biggest obstacle to implementing Lean in your states?

In your view what are some indicators that a process is in need of improvement?

What are you currently doing to achieve 2020 Goals in your Region?

¹ Key approaches – Have an upfront, in-depth meeting to share all relevant information; Develop goals and expectations for enhanced project scoping and planning; Identify delays and elevate problems early; Use metrics to measure progress and adjust process if necessary